

Chapter 7:
Job Analysis & Job Design

THIRD EDITION

HUMAN RESOURCES IN HEALTHCARE

Managing for Success

Part One | Recruitment and Placement



First Function: Recruitment & Placing



Chapter 8: Recruitment, Selection & Retention

Chapter 7: Job Analysis & Job Design

Learning Outcomes

After completing this chapter, you should be able to:

- Distinguish between job analyses, job descriptions, and job specifications.
- Describe the methods by which job analyses are typically accomplished.
- Discuss the relationship of job requirements to other human resources management (HRM) functions.
- Enumerate the steps involved in a typical job analysis as well as the methods of job analysis.
- Address the relationship between job analyses and strategic HRM.



Important Definitions

■ *Job:*

- Consists of a group of activities and duties that entail natural units of work that are similar and related.

■ *Position:*

- Consists of different duties and responsibilities that are performed by only one employee.

For example, in a hospital, 40 registered nurses fill 40 positions, but all of them perform only one job - that of a registered nurse.



Important Definitions

■ *Job Family:*

- Different jobs that have similar DTR's may be grouped into a job family for purposes of recruitment, training, compensation, or advancement opportunities.

For example, the nursing job family may be performed by registered nurses, the nursing supervisor, and the director of nursing services.

Important Definitions

- ***Job Analysis:***
 - Is the process of obtaining information about jobs by determining the job's duties, tasks, and / or activities.
 - Is the cornerstone of strategic HRM.
- ***Job Description (JD):***
 - Is a written explanation of a job and the types of duties, tasks and responsibilities (DTR) the job involves.
- ***Job Specification (JS):***
 - Describes the personal qualifications including knowledge, skills, and abilities (KSA) an individual must possess to perform the DTR contained in a job description.



Job Analysis

Job Description



DTR

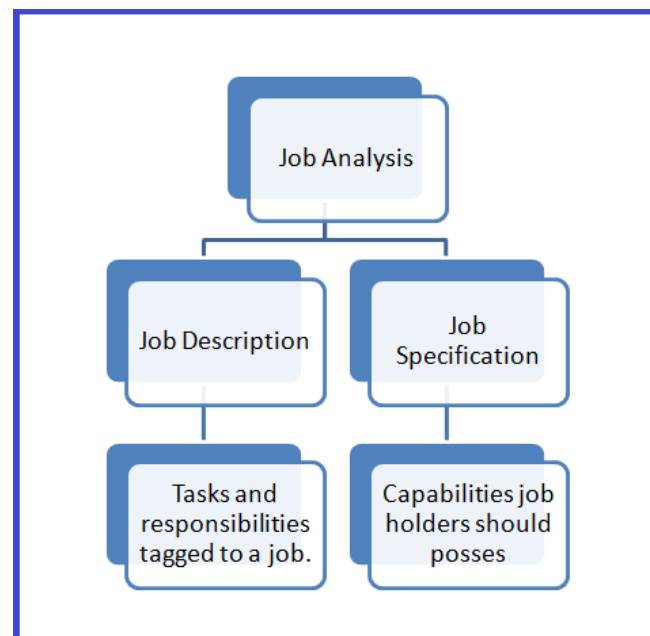
Duties, Tasks & Responsibilities

Job Specifications



KSA

Knowledge, Skills & Abilities



Important Definitions

- ***A Specific JD:***
 - Emphasizing efficiency, control, and detailed work planning.
 - It fits best with a bureaucratic organizational structure, where well-defined boundaries separate functions and different levels of management.
- ***A General (Generic) JD:***
 - Emphasizing innovation, flexibility, and loose work planning.
 - It fits best with an organization with a flat structure, where few boundaries exist between functions and levels of management.

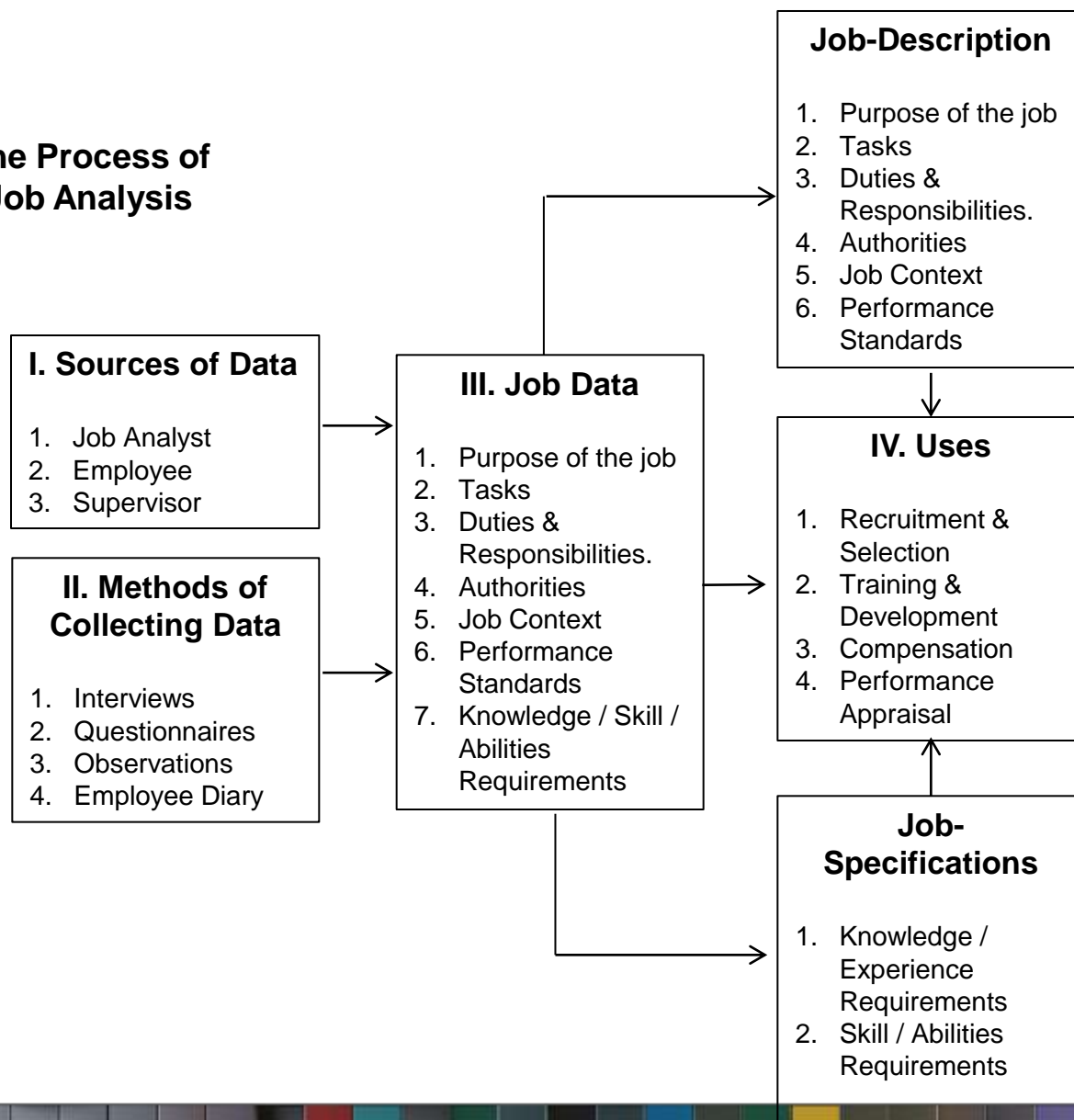


The Job Analysis Process

1. Determine the purpose of the job analysis.
2. Identify the jobs to be analyzed.
3. Explain the process to employees, and determine their levels of involvement.
4. Collect the job analysis information.
5. Organize the job analysis information into a form that will be useful to managers and employees.
6. Review and update the job analysis information frequently



The Process of Job Analysis





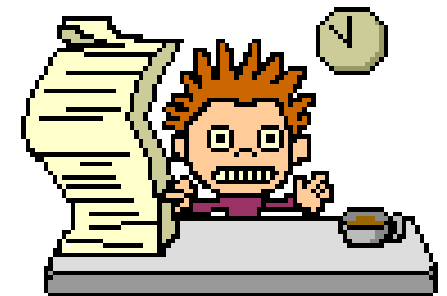
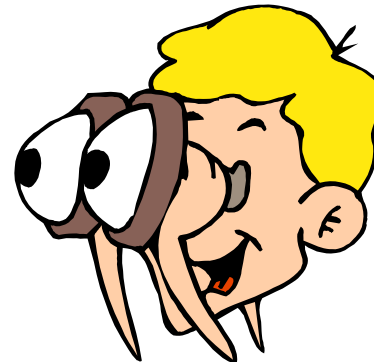
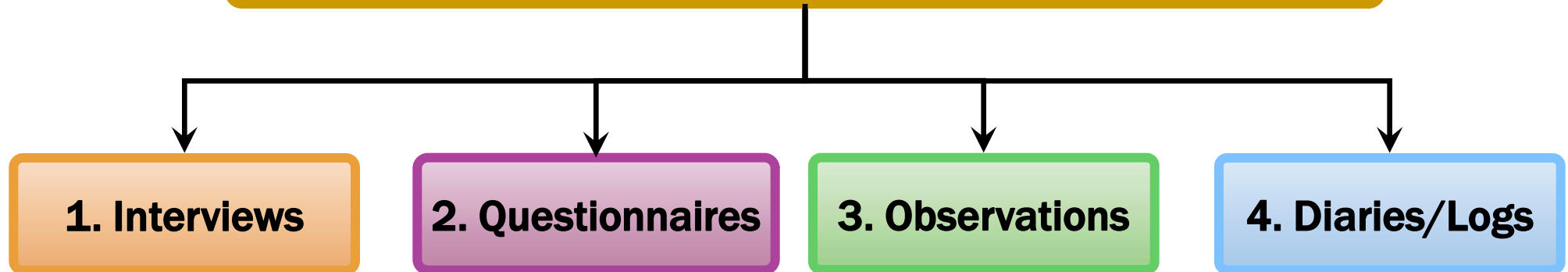
I. Sources of Data

1. *Job Analyst*
2. *Employee*
3. *Supervisor*





II. Methods of Collecting Data



Copyright © 2011 Pearson Education, Inc. publishing as Prentice Hall



II. Methods of Collecting Data (1/2)

1. Interviews:

- Employees who are knowledgeable about a particular job (i.e. current or former job holders or supervisors) may be interviewed concerning the specific work activities of the job.



2. Structured questionnaires and checklists:

- Is most efficient because it is a quick and inexpensive way to collect information about a job.





II. Methods of Collecting Data (2/2)

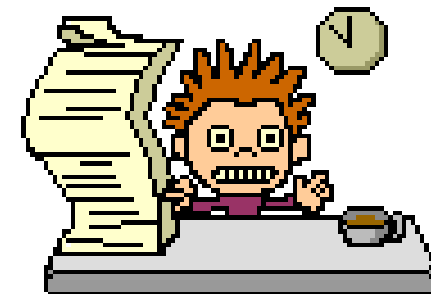
3. *Observations:*

- Require job analysts to observe jobholders performing their work.

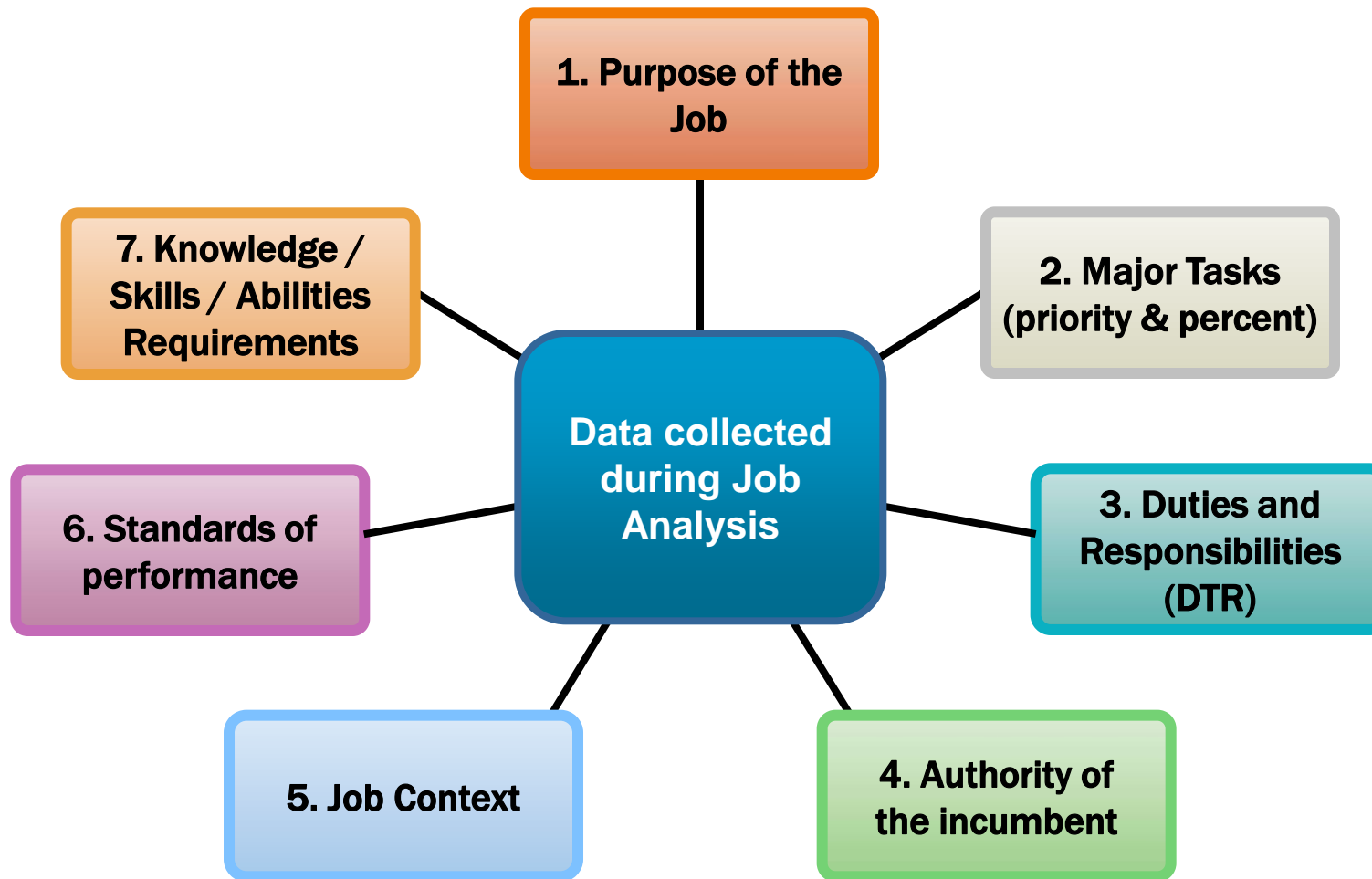


4. *Employee diary :*

- Requires jobholders to record their daily activities. Diaries are filled out at specific times during the workday and maintained for a period of two to four weeks. This method is the most time consuming of all job analysis approaches



III. Job Data





Workshop --1

Job Analysis





What to ask during the job analysis (1/2)

- *1. What is the purpose of your job?*
 - This paragraph will be written in the job summary.
- *2. What are the main Tasks (T) of your job according to priority and percent of time spent in each task.*
 - Example: Teaching (60%), Treating (30%), Admin (10%)
- *3. What are the actions carried out to accomplish each task ie. DR (Duties and Responsibilities) – (verbs).*
 - Example: Teaching “Preparing ... Delivering ... Evaluating ...”
- *4. What are your main authorities*
 - Budget, supervisory, and decision making.



What to ask during the job analysis (2/2)

- *5. What about your job context (schedule, location, hazards, work aids, work relationships..)?*
 - Relationships include; reports to .., supervises whom.., work with whom inside and outside..
- *6. What are the KPIs (Key Performance Indicators) = Standards of performance for your job ?*
 - Measurable parameters for the DTRs (% morbidity / mortality)
- *7. What are the minimum human requirements to fill your job? (in terms of KSA = Knowledge, Skills and Abilities)*
 - Knowledge includes education, training and work experience, Skills (acquired) and Abilities (talents).

IV. Uses of Job Analysis (1/3)

- Job analysis is the foundation for forecasting future needs for human resources as well as plans for such activities as recruitment, selection, performance appraisal, compensation, training, transfer, or promotion.

1. Recruitment and Selection:

- Before attempting to attract capable employees, recruiters must know the job specifications for the positions needed to be filled, including the knowledge, skills, and abilities (KSA) required for successful job performance



IV. Uses of Job Analysis (2/3)

2. Performance Appraisal

- The performance standards used to judge employee performance for promotion, rewards, discipline, and loyalty should be job related and based on the job description.

3. Compensation

- The relative worth of a job (job evaluation) is one of the most important factors in determining the compensation for performing a job.
- This worth is based on what the job demands of an employee in terms of skill, effort, and responsibility as well as the conditions and hazards under which the work is performed (compensable factors).

IV. Uses of Job Analysis (3/3)

4. Training

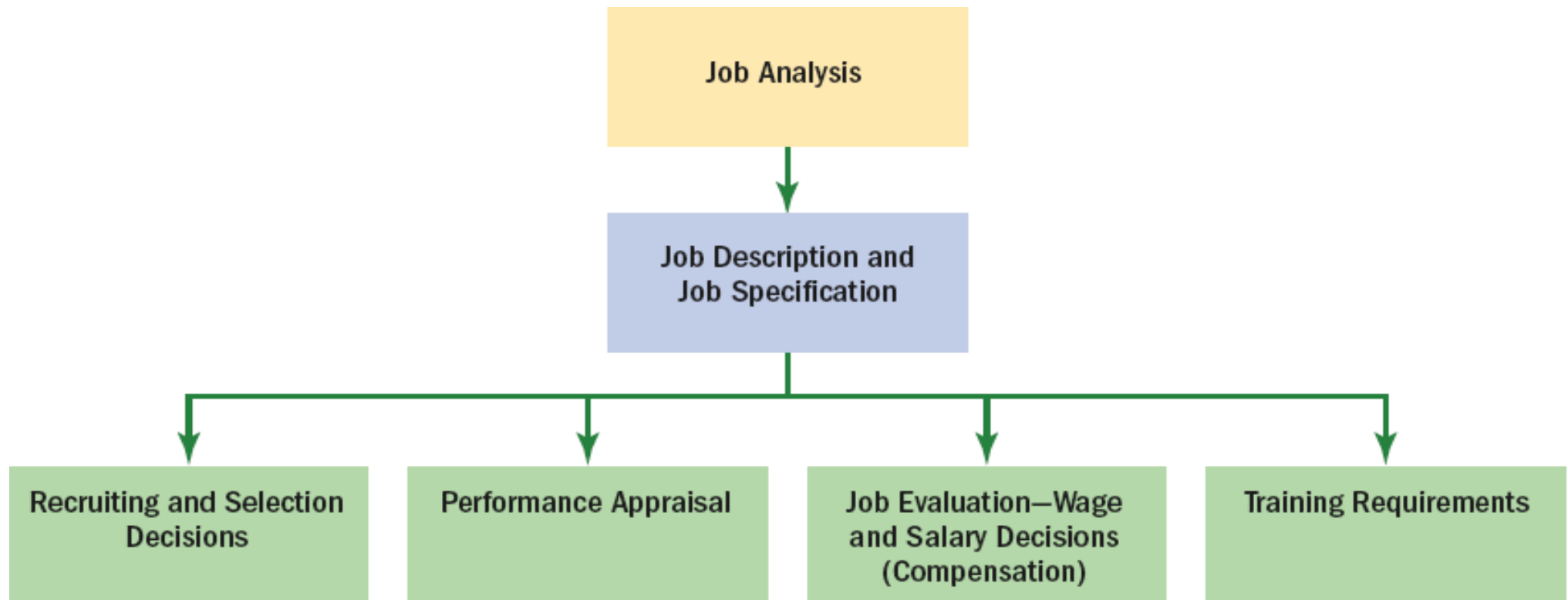
- Any discrepancies between the (KSA) demonstrated by the jobholders and the requirements contained in the job specification provide clues for training needs.
- Training programs can then be put in place to reduce employees' skill gaps.

Career path (transfer or promotion)

- When employees are considered for promotion, transfer, or demotion, the job description provides a standard for comparison of talent.



Uses of Job Analysis





The Changing Environment (1/2)

1. Future-oriented approach to job analysis:

Strategic analysis of jobs (how DTR can be re-structured to meet organizational requirements in the future).

2. Competency-based approach to job analysis:

Places emphasis on competencies (KSA) rather than on (DTR) e.g. interpersonal communication skills, decision making capabilities, conflict resolution know-how, adaptability, and self motivation

The Changing Environment (2/2)

3. Generic job description:

Using generic (general) job description gives the organization the opportunity to use employees as needed.

4. The last item on a typical job description

Is often “any other duty that may be assigned ”and this is increasingly becoming the job description.

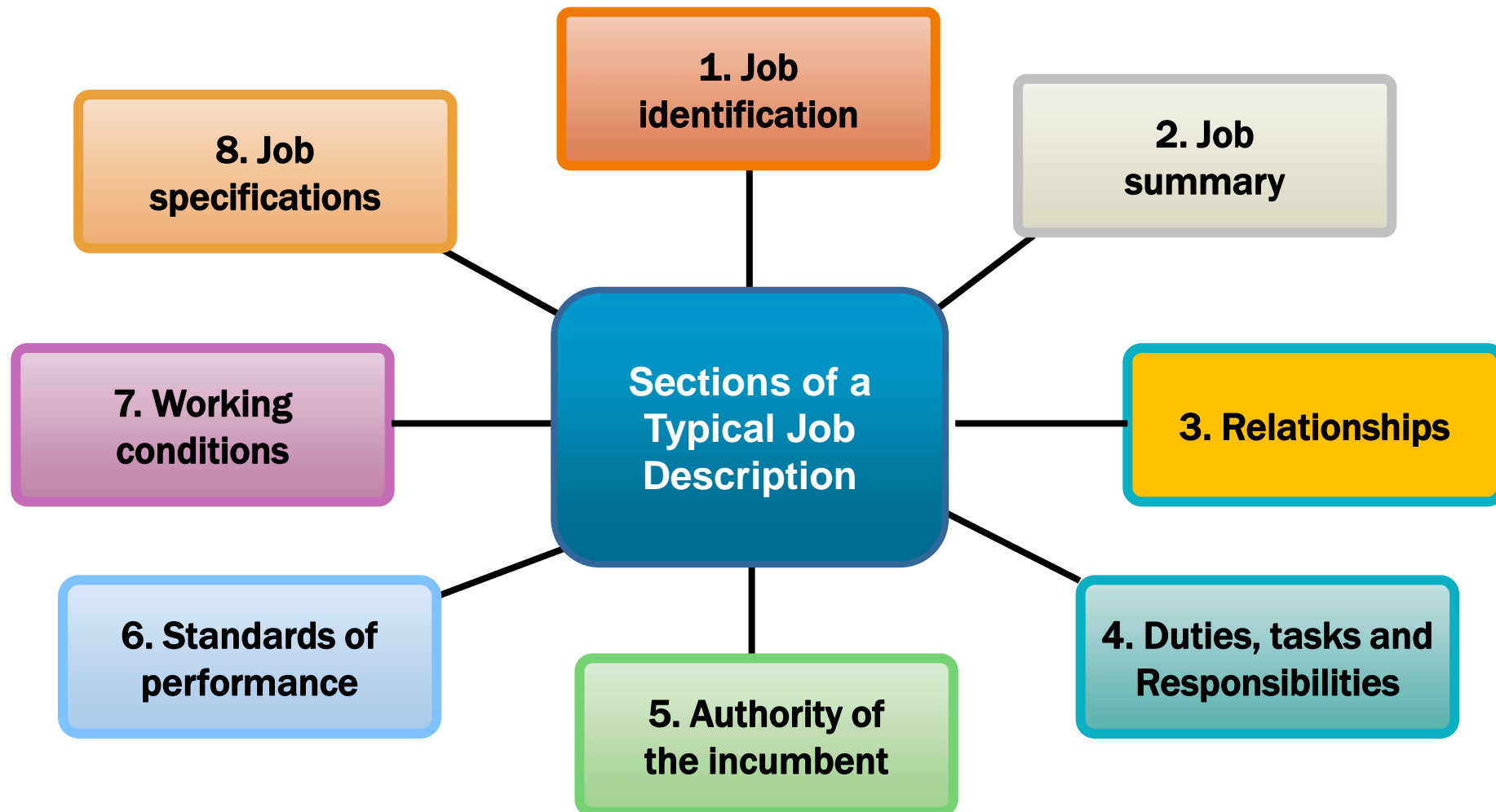


Managerial Implications

- Several challenges may limit the impact & effectiveness of job analysis in healthcare organizations:
 1. Only single method of job analysis may be used.
 2. The jobholder and supervisor may be excluded from the job analysis process.
 3. Sometimes the employee is involved in the process but is not allowed sufficient time to complete the job analysis with any level of quality.
 4. Because neither managers nor employees are trained or motivated to generate quality data, their data may be distorted.



Writing Job Descriptions





Writing Job Descriptions (1/6)

➤ *1. Job identification*

- **Job title:** name of job
- **Department / Job family:** where the job belongs
- **Preparation date:** when the description was written
- **Prepared by:** who wrote the description

➤ *2. Job summary*

- Describes the general nature of the job
- Lists the major functions or activities



Writing Job Descriptions (2/6)

➤ *Staff Nurse Job Summary*

- Assesses, prescribes, delegates, coordinates, and evaluates the nursing care provided. Ensures provision of quality care for selected groups of patients through utilization of nursing process, established standards of care, and policies and procedures.



Writing Job Descriptions (3/6)

➤ *3. Relationships (chain of command)*

- **Reports to:** employee's immediate supervisor
- **Supervises:** employees that the job incumbent directly supervises
- **Works with:** others with whom the job holder will be expected to work and come into contact with internally.
- **Outside the company:** others with whom the job holder is expected to work and come into contact with externally.

Writing Job Descriptions (4/6)

➤ *4. Tasks, duties and responsibilities*

- list **tasks** in order of importance (priority), and list the amount of time spent in each task
- Typically, the sentences that describe job **duties** should be brief, simple and begin with verbs

➤ *5. Authorities*

- Defines limits of jobholder's decision-making authority, direct supervision, and budgetary limitations.



Writing Job Descriptions (5/6)

➤ *6. Standards of performance*

- Lists the standards the employee is expected to achieve under each of the job description's main duties and responsibilities.

➤ *7. Working conditions*

- Schedule (working hours)
- Location (in office or out)
- Hazards (infection, irradiation,..)
- Tools and equipments



Writing Job Descriptions (6/6)

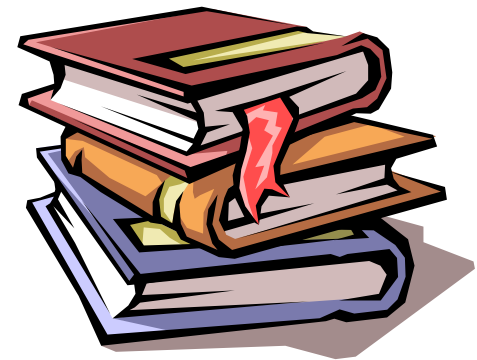
➤ 8. Human Requirements (KSA)

➤ *Job-related knowledge*

- Education
- Training
- Years of experience

➤ *Personal skills and abilities*

- Computer skills / Language skills / Interpersonal skills
- Mental abilities / Physical abilities / Numerical abilities





ST. VINCENT'S HOSPITAL
Birmingham, Alabama

JOB TITLE Staff Nurse

DEPARTMENT Nursing—Labor and Delivery

DATE 8/17/92 JOB CODE 2339 FLSA STATUS Nonexempt

DEPARTMENT APPROVAL: _____

PERSONNEL APPROVAL: _____

ADMINISTRATIVE APPROVAL: _____

JOB SUMMARY

Assesses, prescribes, delegates, coordinates, and evaluates the nursing care provided. Ensures provision of quality care for selected groups of patients through utilization of nursing process, established standards of care, and policies and procedures.

SUPERVISION

A. SUPERVISED BY: Unit Manager, indirectly by Charge Nurse

B. SUPERVISES: No one

C. LEADS/GUIDES: Unit Associates/Ancillary Associates in the delivery of direct patient care

JOB SPECIFICATIONS

A. EDUCATION

- Required: Graduate of an accredited school of professional nursing
- Desired:

B. EXPERIENCE

- Required: None
- Desired: Previous clinical experience

C. LICENSES, CERTIFICATIONS, AND/OR REGISTRATIONS: Current R.N. license in the State of Alabama; BCLS and certifications specific to areas of clinical specialty preferred.

D. EQUIPMENT/TOOLS/WORK AIDS: POA infusors, infusion pumps and other medical equipment, computer terminal and printer, facsimile machine, photocopier, and patient charts

E. SPECIALIZED KNOWLEDGE AND SKILLS: Ability to work with female patients of child-bearing age and new-born patients in all specialty and subspecialty categories, both urgent and nonurgent in nature.

APPENDIX A

An Example
of a Combined
Job Description/
Job Specification
Document



Sample Job
Description,
Staff Nurse



APPENDIX A

Continued

- F. **PERSONAL TRAITS, QUALITIES, AND APTITUDES:** Must be able to: 1) perform a variety of duties often changing from one task to another of a different nature without loss of efficiency or composure; 2) accept responsibility for the direction, control, and planning of an activity; 3) make evaluations and decisions based on measurable or verifiable criteria; 4) work independently; 5) recognize the rights and responsibilities of patient confidentiality; 6) convey empathy and compassion to those experiencing pain or grief; 7) relate to others in a manner that creates a sense of teamwork and cooperation; and 8) communicate effectively with people from every socioeconomic background.
- G. **WORKING CONDITIONS:** Inside environment, protected from the weather but not necessarily temperature changes. Subject to frequent exposure to infection, contagious disease, combative patients, and potentially hazardous materials and equipment. Variable noise levels. Also subject to rapid pace, multiple stimuli, unpredictable environment, and critical situations.
- H. **PHYSICAL DEMANDS/TRAITS:** Must be able to: 1) perceive the nature of sounds by the ear; 2) express or exchange ideas by means of the spoken word; 3) perceive characteristics of objects through the eyes; 4) extend arms and hands in any direction; 5) seize, hold, grasp, turn, or otherwise work with hands; 6) pick, pinch, or otherwise work with the fingers; 7) perceive such attributes of objects or materials as size, shape, temperature, or texture; and 8) stoop, kneel, crouch, and crawl. Must be able to lift 50 pounds maximum with frequent lifting, carrying, pushing, and pulling of objects weighing up to 25 pounds. Continuous walking and standing. Must be able to identify, match, and distinguish colors. Rare lifting of greater than 100 pounds.

JOB RESPONSIBILITIES AND PERFORMANCE STANDARDS

Assigned

Weight

- 10% 1. UTILIZES THE NURSING PROCESS (i.e., ASSESSMENT, PLANNING, IMPLEMENTATION, AND EVALUATION) IN THE PROVISION OF PATIENT CARE IN ACCORDANCE WITH THE STANDARDS OF CARE AND POLICIES AS WRITTEN

Assessment

— Admission assessment includes at least the following:

- Patient identification
- Current medical history
- Current obstetrical history
- Reason for admission
- Relevant physical, psychological, and sociological status
- Allergies
- Drug use



Sample Job
Description,
Staff Nurse



5% 13. PARTICIPATES IN ASSIGNED COMMITTEES, CONFERENCES, PROJECTS, STAFF DEVELOPMENT PROGRAMS, AND STAFF MEETINGS

- Attends and actively contributes to assigned committees, projects, and so forth
- Assists immediate supervisor in the orientation and performance evaluation of associates
- Actively supports departmental projects
- Effectively implements approved departmental changes
- Adapts to changes in a positive, professional manner
- Attends staff meeting or reads and signs all minutes of staff meetings not attended

The associate is expected to perform this job in a manner consistent with the values, mission, and philosophy of St. Vincent's Hospital and the Daughters of Charity National Health System.

Reviewed/Revised By:

_____ Date _____

_____ Date _____

This job description is meant to be only a representative summary of the major duties and responsibilities performed by incumbents of this job. The incumbents may be requested to perform job-related tasks other than those stated in this description.

SOURCE: Reprinted with permission from St. Vincent's Hospital, Birmingham, Alabama.

APPENDIX A

Continued



Sample Job Description, Staff Nurse



Problems Encountered with JDs

1. They are often poorly written and offer little guidance to the jobholder.
2. They are generally not updated as job duties or specifications change.
3. They may violate the law (EEO) by containing specifications that are not related to job performance.
4. The job duties included are often written in vague terms.
5. They can limit the scope of activities of the jobholder in a rapidly changing environment.



Specialization in Healthcare

– **Four alternative approaches are:**

(1) Job redesign (e.g. Job enlargement, job enrichment, and job rotation)

(2) Employee empowerment

(3) Workgroup redesign (e.g. cross-functional and project teams)

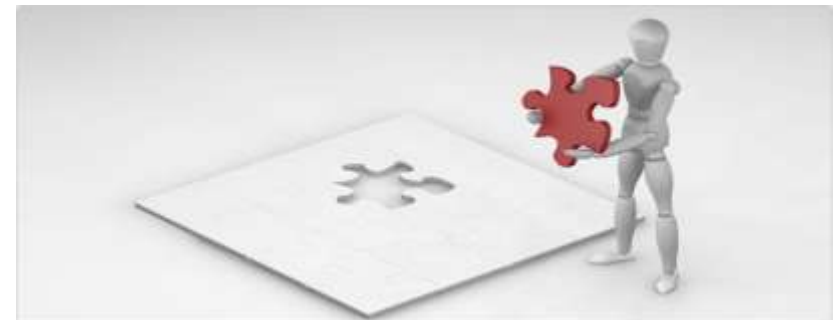
(4) Work-schedule redesign (e.g. job sharing, flextime, compressed workweeks and telecommuting)

(1) Job Redesign

- **Job enlargement:** involves changes in the scope of a job to provide greater variety to the employee. It is a **horizontal expansion** of duties with the same level of autonomy and responsibility.
- **Job enrichment:** adds additional autonomy and responsibility and is a **vertical expansion** of duties.
- **Job rotation:** multi-skilled health practitioner (MSHP) is a “person cross-trained to provide more than one function, often in more than one discipline”

(2) Employee Empowerment

- Empowerment encourages employees to become innovators and managers of their own work and gives them more control and autonomous decision making capabilities
- Empowerment can involve employee control over the **job content** (functions and responsibilities), the **job context** (the environmental conditions under which the job is performed), or both



(3) Work-Group Redesign

Cross-functional team:

- A group staffed by a mix of specialists (nurses, physicians, and managers) and formed to accomplish a specific objective.
- Usually, membership on this team is assigned by management rather than voluntary.

Project team:

- A group formed specifically to design a new service.
- Members are assigned by management on the basis of their ability to contribute to team success. The group normally dispatches after task completion.



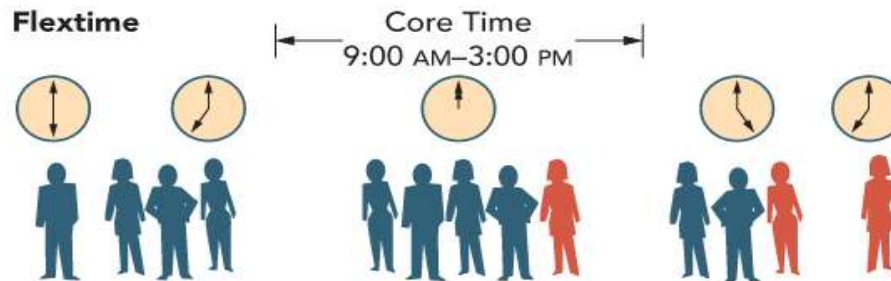
(4) Work-Schedule Redesign

- **Compressed workweek:** the number of days in the workweek is shortened by lengthening the number of hours worked per day. (4/40)
- **Flextime:** allows employees to choose daily starting and quitting times, provided that they work a certain number of hours per day or week, around a “core time”
- **Job sharing:** is an arrangement whereby two part-time employees share a job that otherwise is held by a full-time employee
- **Telecommuting :** is the system of performing work away from the office with the use of computers, networks, telephones, and fax machines.



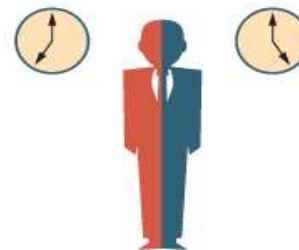
(4) Work-Schedule Redesign

Flextime



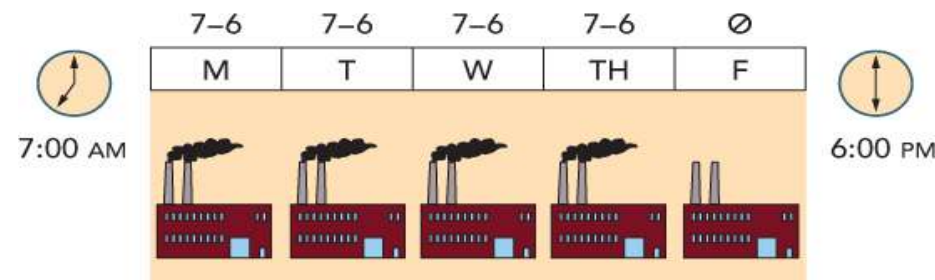
IBM permits a meal break of up to two hours so employees can do personal tasks.

Job Sharing



Two lawyers, both fathers, share the job of assistant general counsel at Timberland.

Compressed Workweek



All employees of Red Dot Corporation have the option of working 10 hours per day, Monday through Thursday.



Home Assignment

Create Your Own Job profile

Your Guide – Textbook (Bruce J. Fried)

Sections of a typical job description (job profile)

1. Job identification (title, date, prepared by ..)
2. Job summary (3-4 lines)
3. Relationships (organization chart)
4. Tasks, duties and responsibilities (list in order of importance and list the amount of time spent in each task)
5. Authority of incumbent (budget, supervisory & decisions)
6. Standards of performance (what to measure)
7. Working conditions
8. Job specifications (KSA)

